

***Can't Fake Your***

With  
Alden B. Davis

***Way to Success***





## Can't Fake Your Way to Success

### Purpose:

To recognize that we have a track record of success

In a way that links our thinking to our results

So that we are ready to create a shift in performance by creating a shift in our thoughts.

### Products:

- Thirsty for the Lean Experience
- Kaizen thinking can help us
- We have a factory
- The link between people and products is key
- Your first lean concept called 5-S
- But most importantly...



## Can't Fake Your Way to Success

---

We follow in the footsteps of:

Arthur Jones- developer of the Nautilus workout equipment

Vince Gironda, The Iron Guru- the sculptor of bodies with exercise

Bill Pearl- the greatest bodybuilder of the 50's & 60's

Larry Scott- the first Mr. Olympia, a sculptor and master in the science of nutrition



## Can't Fake Your Way to Success

---

Helping people develop a track record of success:

- 2011 Best of Hartford, Best Fitness Center
- From 1,000 SqFt Nautilus and 700 members today 18 commercial wellness centers, 575,000 members and 55,000 members PLUS 22 Work-Fit Centers
- From Rhode Island to 14 states
- 1,000 people

**Success!**



## Can't Fake Your Way to Success

Premise:

The thinking that got us to this point is not sufficient for getting us to the future.

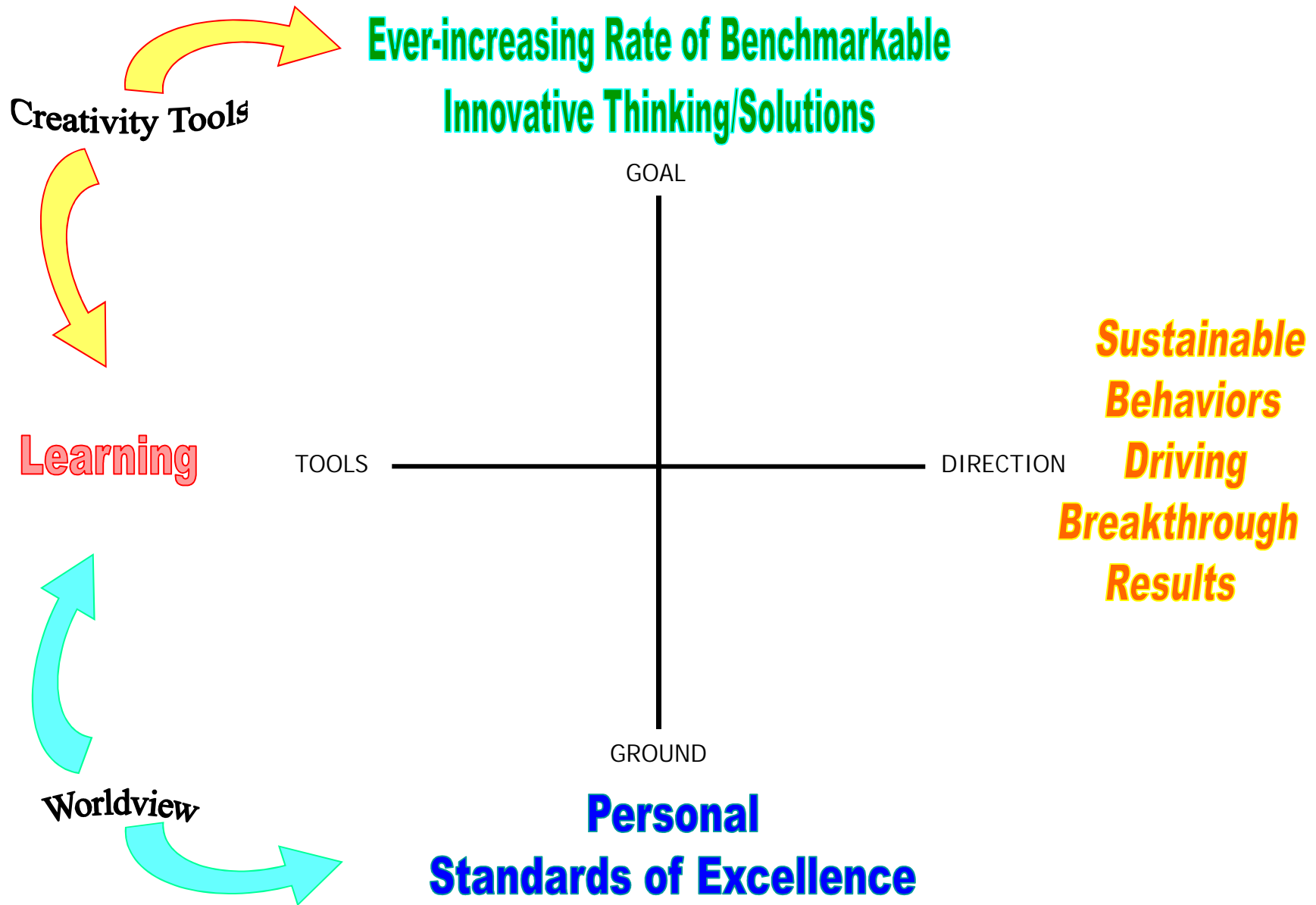
If that is true, are you open to new thinking?

# *Improvements Possible*

Key results to be expected with a soundly implemented and well maintained "kaizen."

Immediately:

- 20% - 30% Productivity improvement
- 30% - 40% Increased equipment uptime
- 30% - 50% Reduction in space rqmts.
- 10% - 20% Reduction in purchased costs
- 50% - 60% Improvement in product quality
- 10% - 20% Reduction in WrkComp Accrual
- 70% - 90% Reduction in WIP inventory



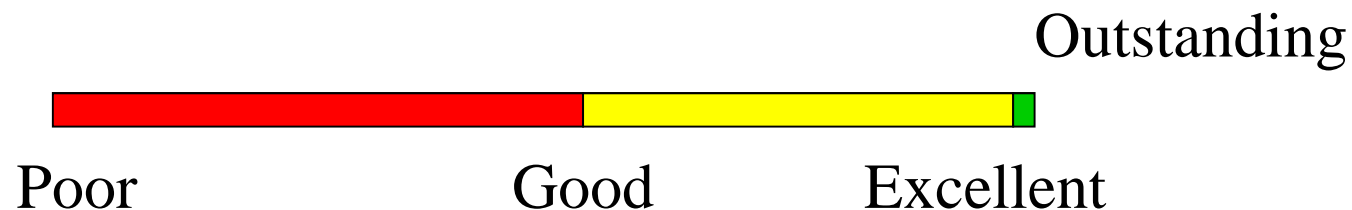
# Our Choice

Poor standards deliver Ugly results/rewards

Good standards deliver Poor results/rewards

Excellent standards deliver Good results/rewards

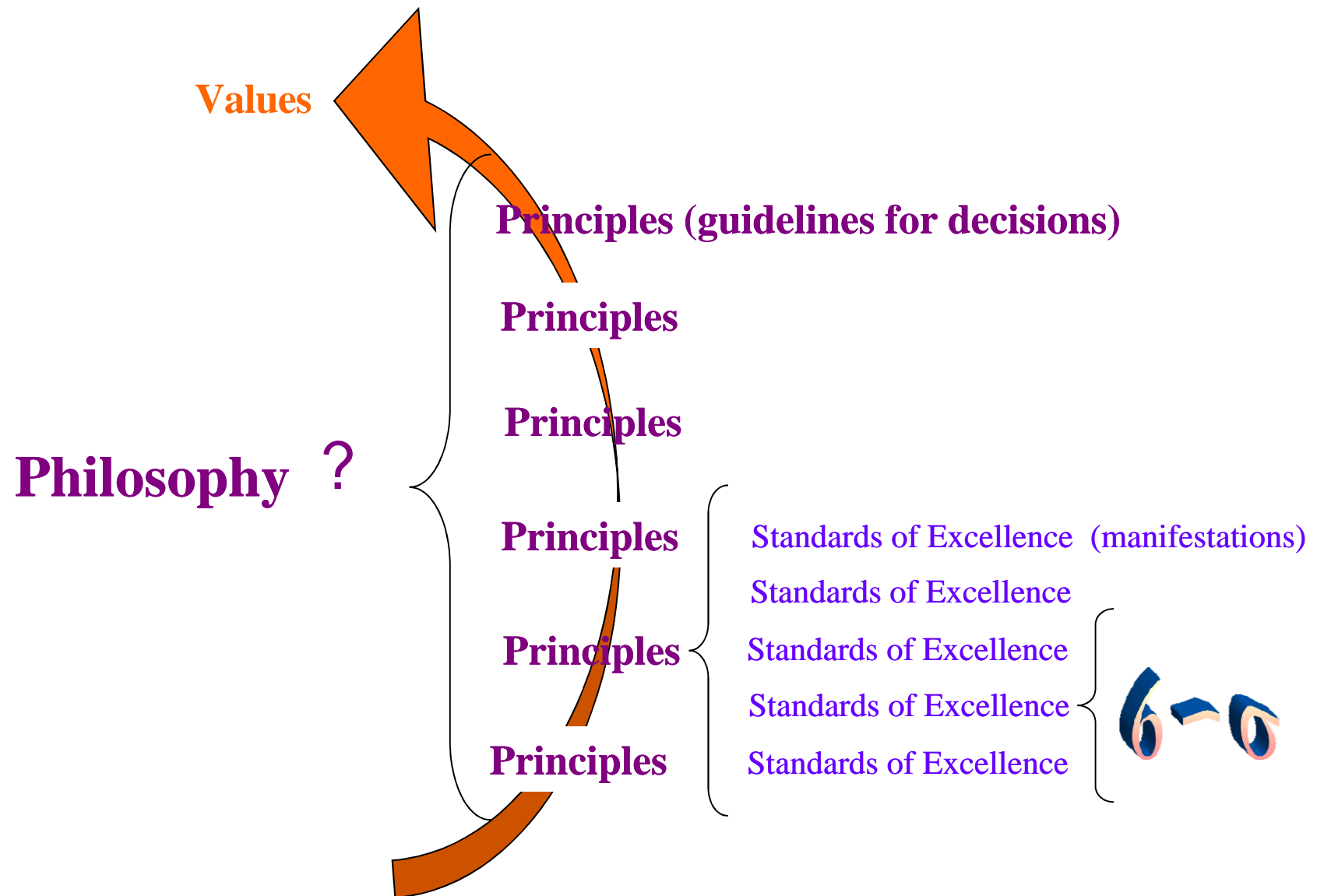
Outstanding standards Take all the rewards





**Quality Circles Total Quality Management**

**Just-in-Time Kaizen 6-Sigma a Lean**





**Synchronicity**

**Perfection**

**Integrity**

**Engineering**

**Values Driving  
Lean Leaders**

**Lean**

- Takt
- Pull
- Flow

**Curiosity**

**Stewardship**

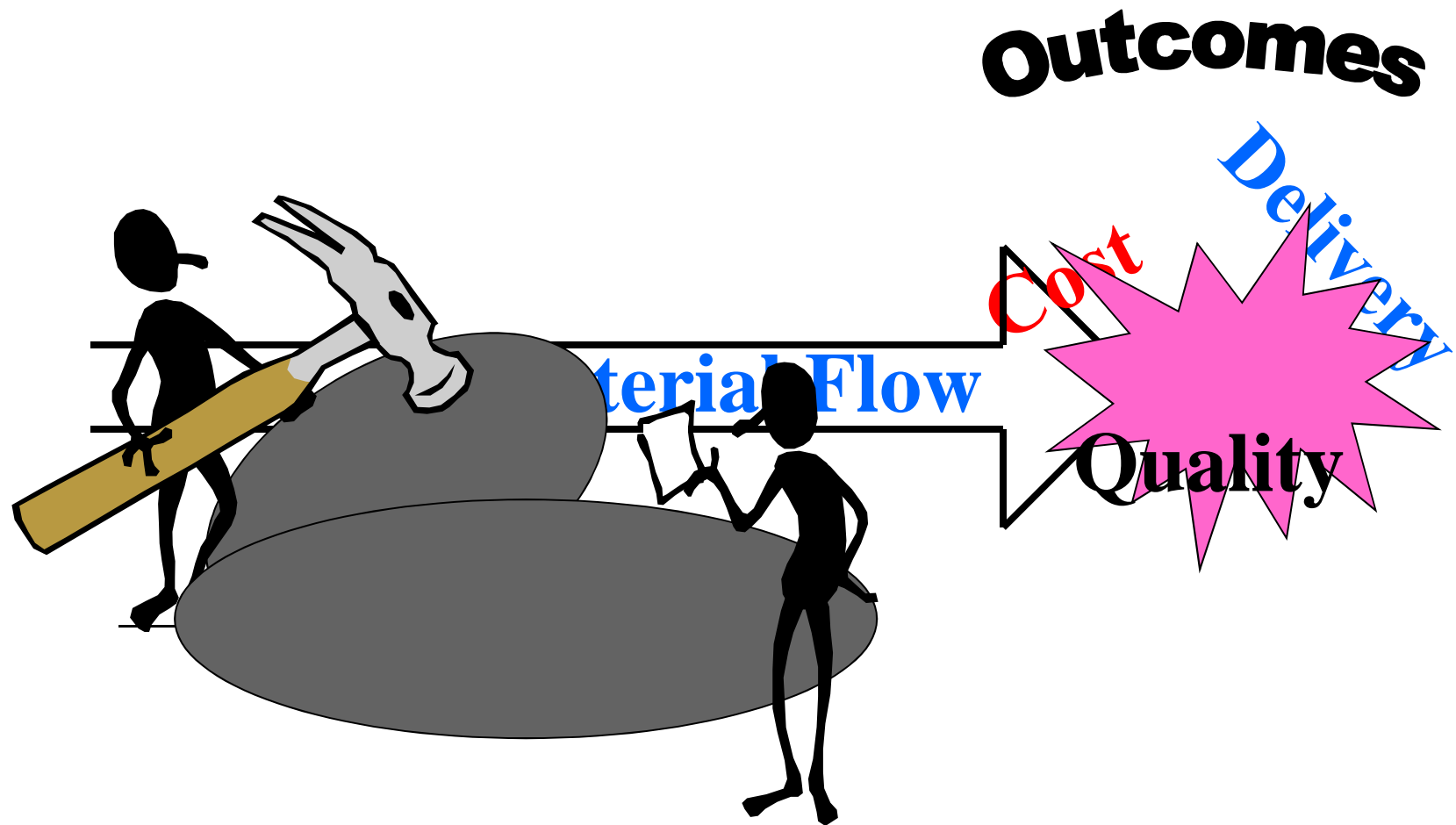
**Human Spirit**

## 七項生產浪費

# The Seven Wastes in Manufacturing

1. Shipping Defective Parts 裝運疵貨
2. Processing 進程
3. Delays or Waiting for Processing 延遲或等候處理
4. Motion 動移
5. Transportation 運輸
6. Overproduction 超量生產
7. Excess Inventory 過剩存倉

Why is this work Important?

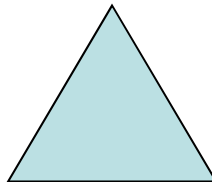


## FINDING THE BALANCE

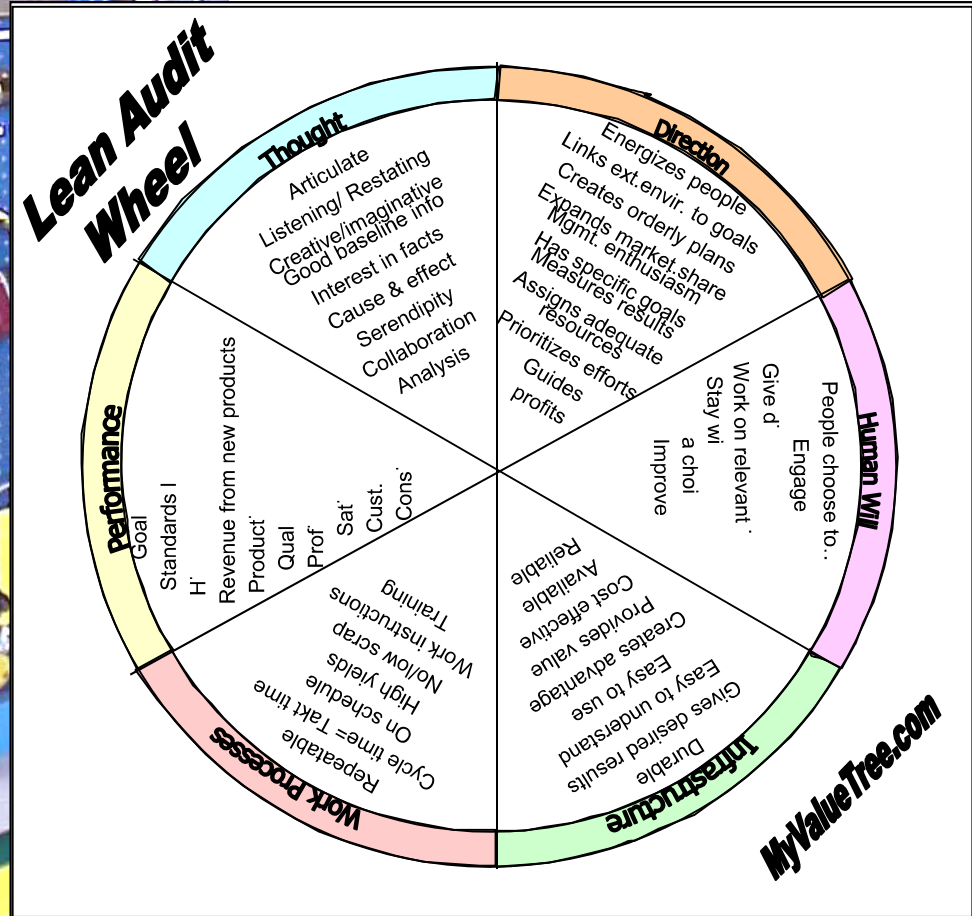
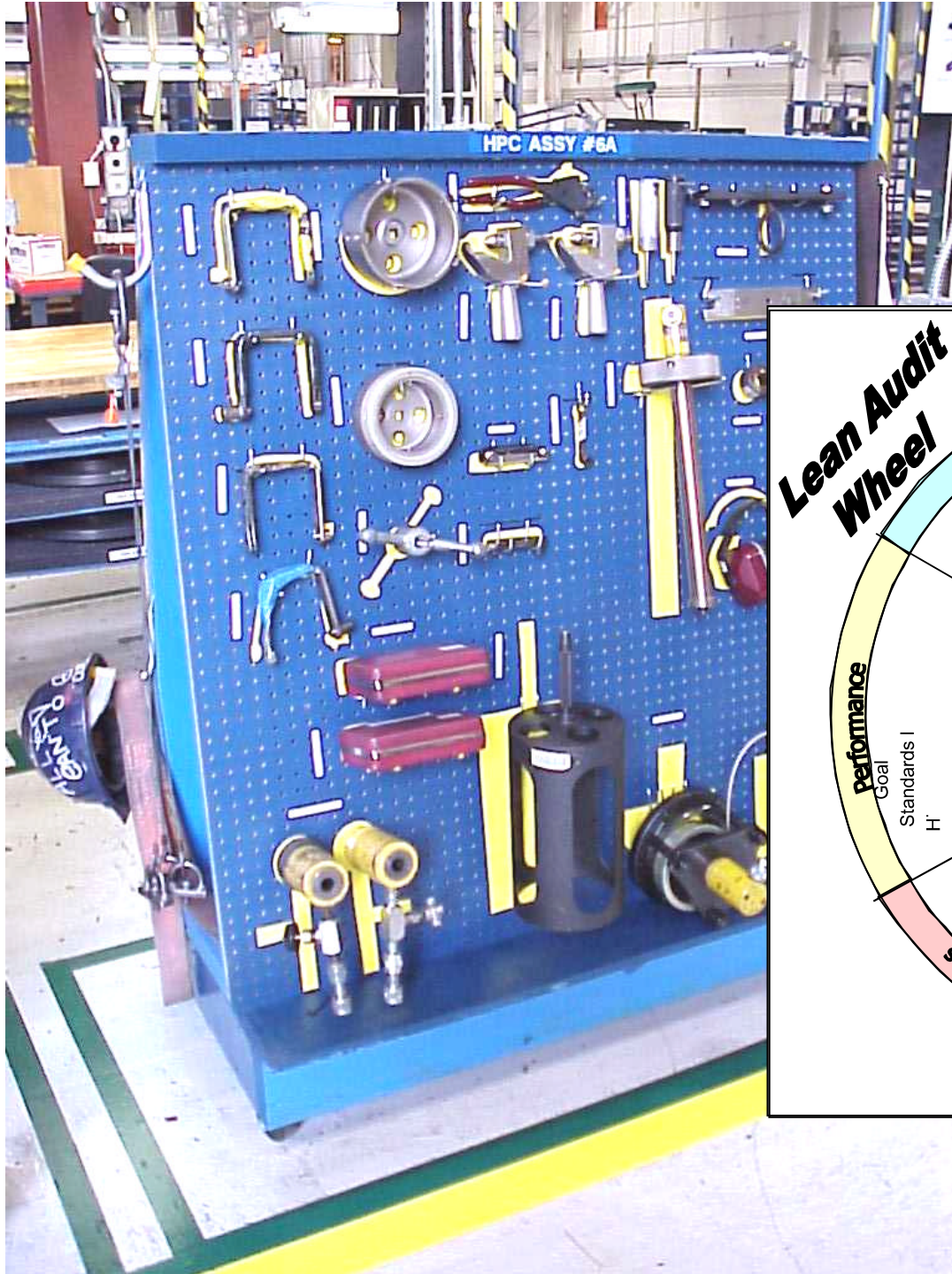
Waste is just a part of  
life. If at first you don't  
succeed, try, try again.

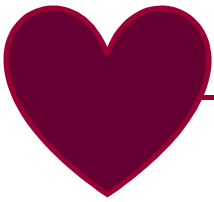
Attitude toward Waste

Waste is evil.









## Lean Concepts

---

- % Load Chart

- **Flow**

- TPM

- SMED

Green Card

- **Visual Control**

- Walking Distance

- **5-S**

Healthy Start

- Cells

- **Standard Work**

- Shadow Boards

- Kanban

- Poka-Yoke

Tribe

- **Standard WIP**

- Part Travel

- Super-markets

- Consignment Mtrl.

- P.O.U.

- Labeling

- Red-tag

- Andons

- Lineage

- 5-Whys

- Water spider

- SPC

- Process Cert.

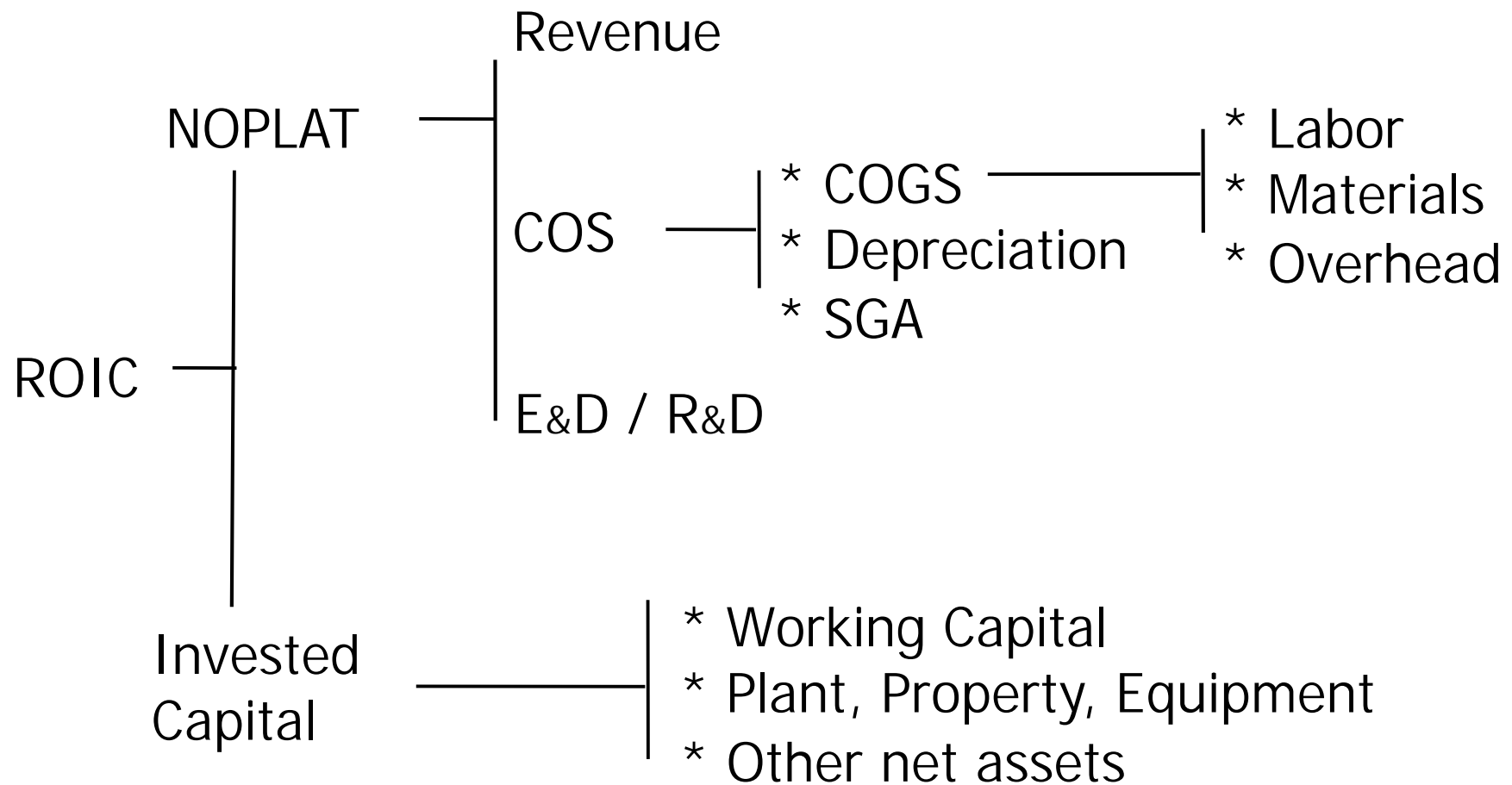
- **Hoshin kanri**

Focus 2011



# The Value Tree

---

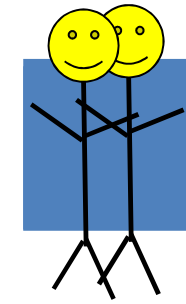


- Do you have a factory?
- What is the product flowing through your factory?
- How do you define quality?

Do you have the heart to fix your factory?

Healthy People Factory

quality



Always reselling to fill  
the pipeline is  
waste...MUDA

Healthy  
Emotions  
Attract  
Retention  
Treasure

Hurting  
Emotions  
Advance  
Retention  
Trouble



scrap

Not retaining people is  
waste...MUDA

# The 5S's - The Foundation of Visual Control

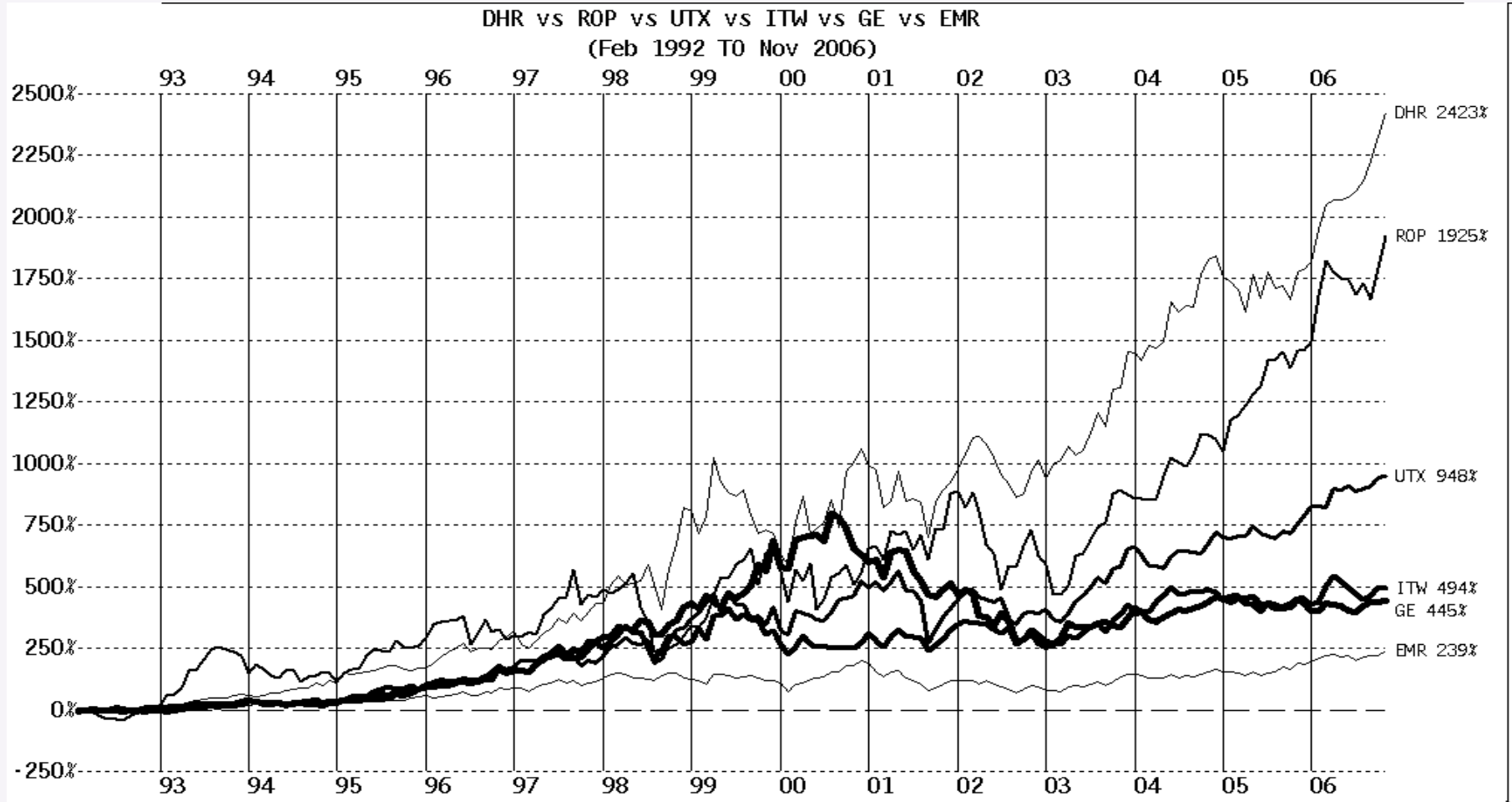
- First S, seiri: Sort (Organization)
- Second S, seiton: Straighten (Orderliness)
- Third S, seiso: Sweep (Cleanliness)
- Fourth S, seiketsu: Standardize (Adherence)
- Fifth S, shitsuke: Sustain (Discipline)



**We are the heart of Healthtrax®**

- Sort      Separate the positive and negative historical events that shaped your emotions while working at Healthtrax.
- Straighten      Let's be clear about the feelings associated with the events.
- Sweep      What non-productive energy flows from these feelings to other people? Are you willing to let it go?
- Standardize      Which of my emotions have the most positive affect on others? How do I protect these emotions?
- Sustain      What does it take to keep my heart encouraged?

# Benchmark Only Against World Class!



Copyright, 2006, Ransom Research, Inc.



You never know where the journey will lead when you put it all out there.

48CCC 06109 CCC44  
052596 026291  
PRATT & WHITNEY  
PAUL F. PRATT  
400 MAIN ST  
AMH12 00050 F103-11  
E HARTFORD CT 06112

VOL. CCXXVIII NO. 125 ★ ★ ★ INTERNET Access: http://www. .... 75

## THE WALL STREET JOURNAL

### The Party's Over

Dutch Show Neighbors  
Some Ways to Attack  
Their Economic Woes

They Hold Down Pay Raises,  
Reduce Social Spending,  
Foster Entrepreneurship

Labor Market Remains Rigid

By LAWRENCE INGRAMMA  
SHEPHERD OF THE WALL STREET JOURNAL  
AMSTERDAM — For Wim Langerdorff, a Dutch artist whose works include surrealist paintings, life is imitating art. Faced with rising welfare benefits, the 35-year-old got his first job last year — on a steel-mill loading dock. After that ended, he soon began working part time at the post office, sorting international mail. "You got a big box of letters and take a handful," he explains, demonstrating his technique. "England, Germany, the United States, Greece, Portugal, Russia."

### What's

Business and Finance

NEW RETAILERS ARE POSTING better-than-expected sales for the holiday shopping season, and most expect only modest single-digit percentage gains. Sales, which seemed so strong just after Thanksgiving, didn't keep that momentum in the days before Christmas. That means stores are likely to offer postholiday discounts to help lift year-end profits.

(Article on Page 3)

CalEnergy claimed control of Britain's Northern Electric after Northern's effort to derail the hostile \$1.3 billion buyout bid fell short. CalEnergy said it acquired a 50.3% stake in Northern and extended its \$10.31 a share offer for the remaining shares.

(Article on Page 3)

Ford doubled the rebate on its 1997 Taurus to \$1,000 as the race to be the year's top-selling car nears its close. Through November, Taurus sales were 9,700 ahead of Honda's Accord.

(Article on Page 2)

Texasco agreed to sell its last petrochemicals plant to Huntsman for about \$600 million, completing its exit from the chemicals business.

(Article on Page 2)

### Dodging Doom

#### How a Creaky Factory Got Off the Hit List, Won Respect at Last

#### Pratt & Whitney's Maine Site Ties Pay to Skills, Offers 'Results-Sharing' Bonuses

#### Survival of a Plant Manager

By JOSEPH B. WHITE  
STAY HOPPER OF THE WALL STREET JOURNAL  
NORTH BERRICK, Maine — The old Maine factory is a dinosaur that ought to be shut down, some Pratt & Whitney executives were saying back in 1993. Today the same plant is adding jobs, and the aerospace giant holds it up as a model. What happened?

Maine's largest factory was hauled back from the brink with the help of plant manager Robert Pouchak, a 31-year Pratt veteran who won over his dubious bosses at parent United Technologies Corp. in Hartford, Conn., and saved his own job in the bargain.



Robert Pouchak

The renaissance of this market-for-death nonunion factory, at a time when Pratt was shedding 10,000 jobs, holds lessons for other aging plants. It also illustrates two broader management trends now rippling through the aerospace business and beyond.

Pratt's first smart move was to use financial carrots rather than just sticks to persuade employees to adopt cost-saving new work techniques at the jet-engine parts plant. The second was to borrow from another industry, using lean production methods seen in Japan's auto plants and adopted by Deltron.

For Mr. Pouchak, 54 years old, survival meant learning to take risks. He also had to work with a young pop sent from the headquarters to be his No. 2 man. Against long odds, amid dispiriting waves of layoffs, his 17-year-old plant slashed the time it takes to set up metal-grinding machines. It broadened job descriptions, so today 15

## T JOURNAL.

Revised

1996 EASTERN EDITION CHITWICK, MASSACHUSETTS

### Business Bulletin

A Special Background Report  
On Trends in Industry  
And Finance

RINGING IN 1997 with room service, revelers cap off a strong year for hotels. The Four Seasons Hotel in Boston charges \$340 to \$360 for New Year's Eve packages, up 10% from last year, and says it is fully booked. The Plaza Hotel in New York, where rooms go for \$325 to \$1,750, has been sold out for New Year's Eve since Dec. 8. And in Beverly Hills, Calif., the Regency Beverly Wilshire Hotel says its New Year's packages, starting at \$850, booked up even faster than last year. Analysts say repeat guests are a big factor, and so are cheap air fares that encourage travel.

The Ritz Carlton in McLean, Va., says 250 of its 300 rooms are booked by a company that has a New Year's Eve bath instead of a Christmas tree. But manager John Russell adds that the Tuesday holiday cut into bookings the previous weekend. Still, 1996 has been "so good, hotels can concentrate sales efforts" on weaker times and holidays, says Robert Mandelbaum of PKP Consulting, San Francisco.

Concern about drinking and driving also helps hotels since partygoers "not take the elevator home," he adds.

RISKS come with every new year; a few common ones are discussed. In its final commentary for 1996, Merrill Lynch & Co.'s "Weekly Economic & Financial Commentary" lists risks to its prediction that 1997 will be another year of moderate growth and low inflation. Possibilities that could raise inflation include: excessive U.S. growth; higher labor market costs

ings



LY PAY of factory worker to \$12.94 from \$11.50, the Labor De-

ndmother  
r Peace  
ala Jungle

orate Raider.  
f's Chairman  
With Strikers

LEMAN  
A. BROWN'S JOURNAL  
material — The  
in low above the  
o the landing pad,  
men and women  
carry pistols or  
humble from haiti

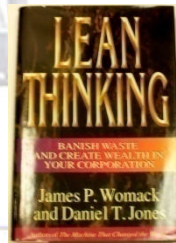
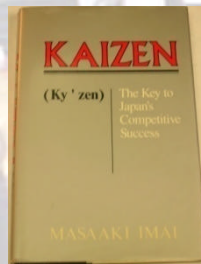
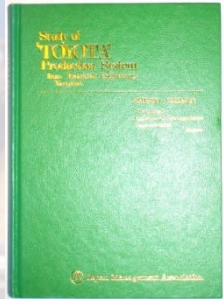
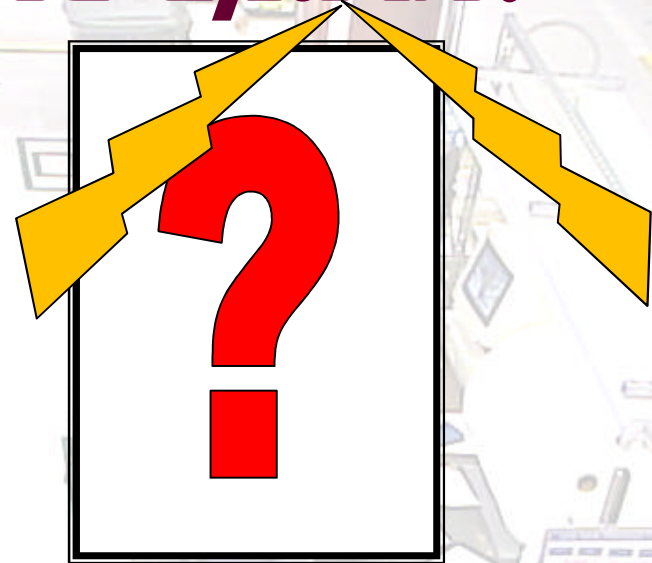
Success created by applying world-class concepts in a 1,700 person, \$350M aero-business.

Cost per hour down 38%

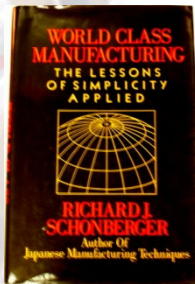
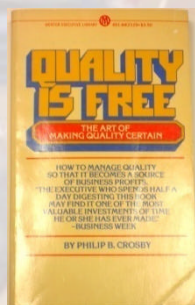
Productivity up 51%

Indirect labor down 62%

# Who will be the spark?



1980



2000



2008

2020